

A woman with dark hair tied back, wearing a brown t-shirt and dark blue overalls, stands in a workshop. She is smiling and looking towards the camera. In the background, there are large windows and industrial equipment. The text 'Becoming a skills-based organisation' is overlaid in a large, red, italicized font.

*Becoming a skills-based
organisation*

20 May 2026

Agenda



Introduction – Becoming a skills-based organisation

Skills England – UK Standard Skills Classification

Skills Share

Questions

How City & Guilds can support

Close



A global leader in *skills development*

With almost 150 years' experience, City & Guilds is the trusted global leader in vocational education and skills development, empowering individuals and organisations to thrive in a rapidly evolving world.

Our industry aligned awards & assessments, leadership & management, skills training, and corporate learning & development solutions bridge the gap between education and employment enabling individuals to make a greater impact through the power of skills.

We believe that skills change lives, and through our commitment to fostering a culture of lifelong learning and innovation we:

- Enable individuals to acquire the practical knowledge, expertise and confidence to excel in their chosen careers,
- Support organisations, and their workforce, to prepare for a successful future,
- Drive economic growth.

City&Guilds

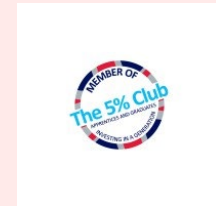
Is it time to become a *skills-based organisation?*

What every employer needs to know about embracing a skills-based approach



New guide for *HR and L&D professionals*

With contributions from:



Download
your copy



What is a *skills-based organisation*?

“Skills-based organisations are 79% more likely to provide a positive workforce experience and 63% more likely to achieve results.”*



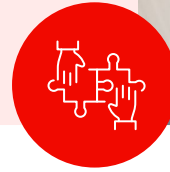
Prioritise skills over job titles

Instead of relying on purely role-based structures, with limited entry routes and narrow career pathways, the organisation, and its managers and leaders, focus on what people can do and the skills they have as the basis for managing them, in line with business needs.



Skills-based hiring

Focus on whether applicants can demonstrate they have the skills needed for a job. Organisations must determine what skills they need before advertising roles and consider how they will validate those skills in the recruitment process.



Joining up people and strategy

The extension of a skills-based approach across the whole of workforce planning and management is a key differentiator between a skills-based organisation and one that simply adopts a more progressive method of hiring. In a skills-based organisation, skills are at the centre of not just the organisation's people strategy, but its whole business strategy.

**Deloitte (2024) 'Becoming an AI-enabled, skills-based organization'*
deloitte.com/us/en/services/consulting/articles/ai-enabled-skills-based-organization.html





Why consider becoming more *skills based*?

1

Increase organisational agility

making it easier to pull together the right teams to capitalise swiftly on new opportunities

2

Respond more swiftly

to defining changes like the rise of Artificial Intelligence (AI)

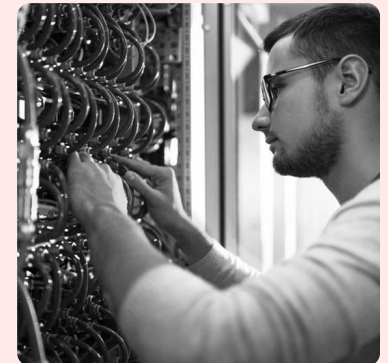
3

The bottom line

Skills-based organisations are seen as a framework for improving productivity and driving growth

10 steps to embracing a *skills-based approach*

1. Ensure skills are on the leadership agenda
2. Establish what skills you need today and tomorrow
3. Get a skills baseline
4. Align skills needs with roles and functions
5. Review your existing training offer
6. Be transparent
7. Put skills to work quickly
8. Recognise learning
9. Connect different steps into a cohesive approach
10. Start small and think long-term





Skills England

WARWICK INSTITUTE *for*
EMPLOYMENT RESEARCH



Omnifolio



University of
Sheffield

UK Standard Skills Classification (SSC)

City & Guilds Webinar 20-05-26



UK Standard Skills
Classification

Why do we need a skills classification?

The background

- The concept of "skill" is the foundation of our economy
- The UK has lacked a unified, national system to classify and organise these skills

The problem

- Employers, educators, individuals and government departments all speak a different language on skills
- Changes in the skills landscape are accelerating

The solution

- The UK Standard Skills Classification provides this missing common language



What is the Standard Skills Classification?

- Standardised lists of the **skills**, **knowledge** and **tasks** required for UK **occupations**
- Developed by the Warwick Institute for Employment Research (IER), the University of Sheffield and Omnifolio on behalf of Skills England.
- The first free UK-wide resource of its kind
- Links between the core concepts and on to jobs and qualifications

Where are we now?

- Version 1 of the SSC was published on 30/04/26
- You can access it through the [UK Skills Explorer](#)
- Further detail on how it was developed can be found in the [Development Report](#)

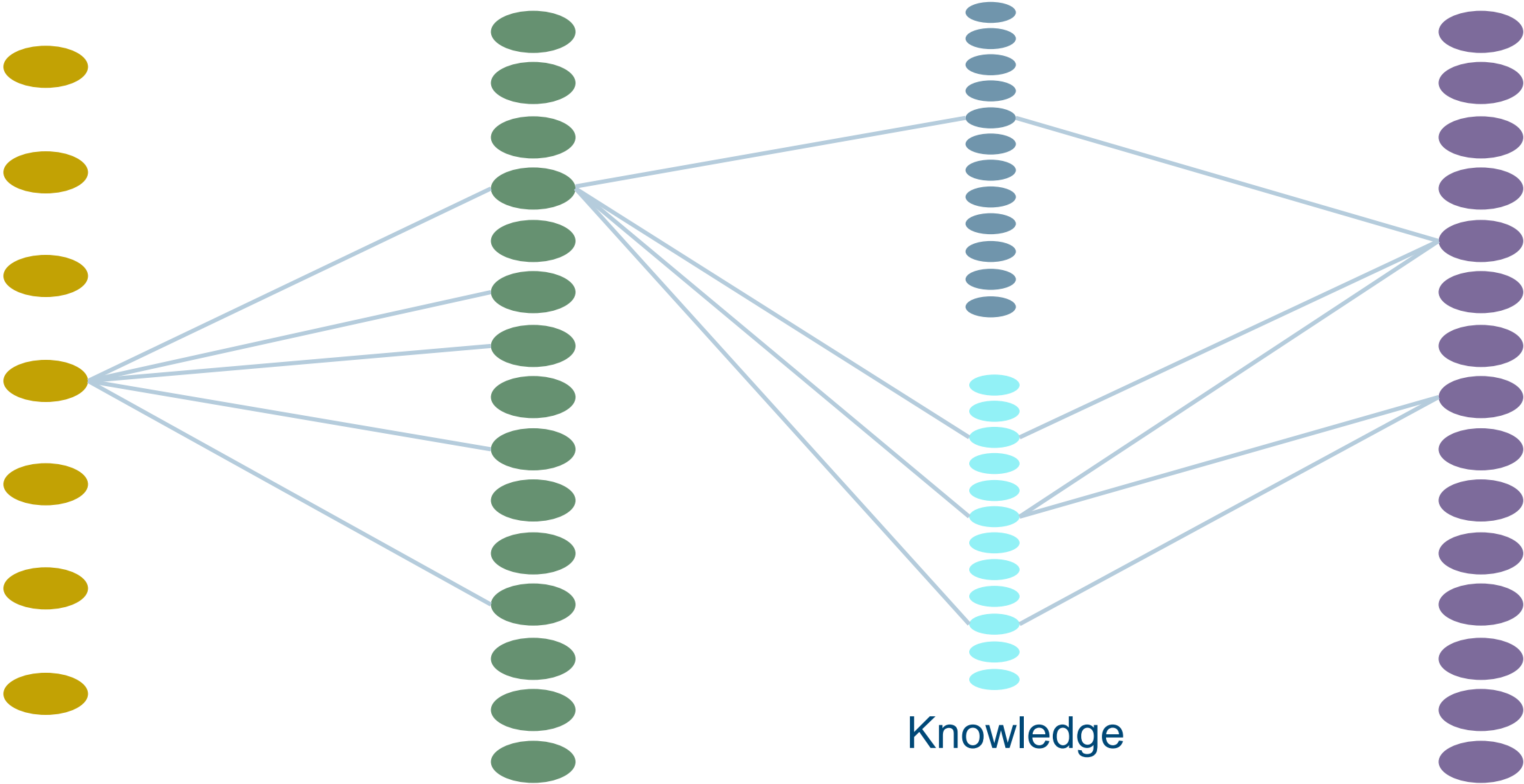
How does it work?

Jobs

Tasks

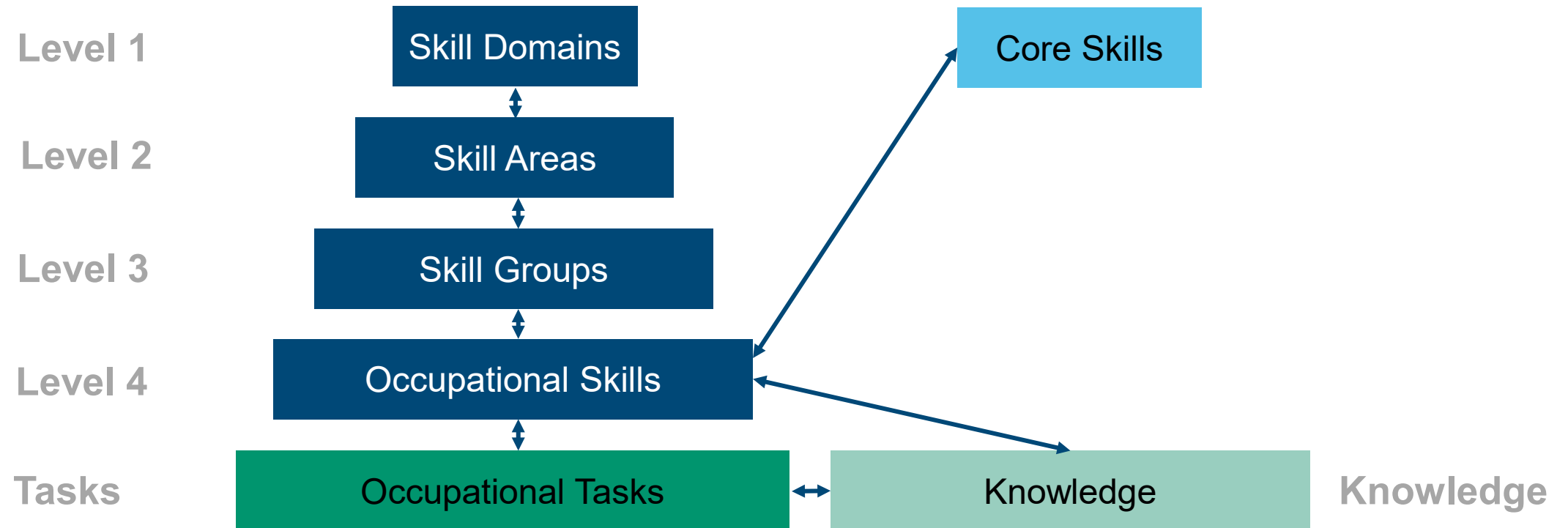
Skills

Courses / Quals.

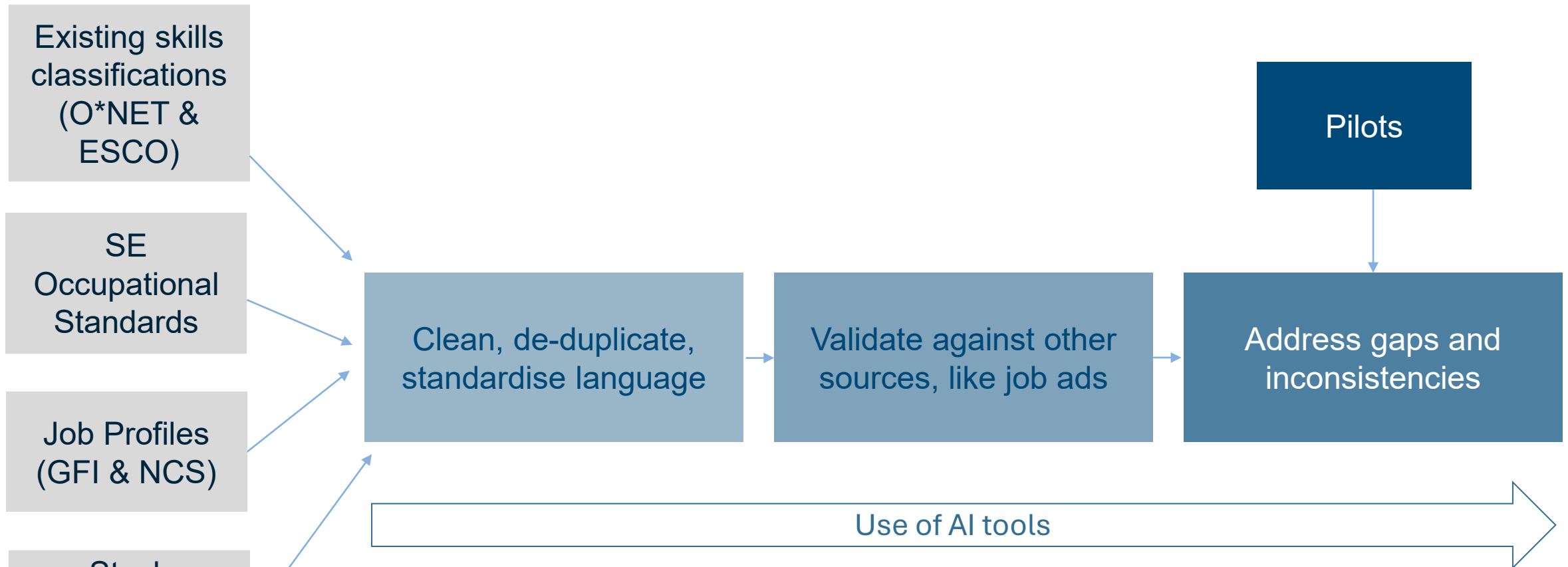


What is the structure of the core content?

Hierarchy:



How was it developed?



**UK Standard Skills
Classification**

How can it be used?



Employers

- Analyse skills within their current workforce
- Identify a skills plan
- Adopt skills-based recruitment
- Coordinate Long-Term workforce development
- Inform strategic decisions



Individuals and careers guidance services

- Identify their transferable skills
- Evaluate their career options
- Identify skill gaps
- Choose the best course(s) to close any gaps
- Consider opportunities if living elsewhere



Local labour market analysis and forecasting

- Analyse skills within the local workforce
- Identify future local skills needs
- Give local training providers clearer direction on curriculum development and prioritise course supply



**UK Standard Skills
Classification**

How can employers use the SSC?

IT business analysts

Skill Label	Average Skill Importance %
Conduct business analysis and research	96
Identify and understand stakeholder needs	95
Document functional and non-functional requirements	95
Create business process models	91
Identify client needs	87
Analyse design requirements for systems	85
Recommend changes to improve computer systems	84
Develop technical specifications for systems	83

Wind turbine technicians

16 shared skills with automation maintenance technicians

1. Assemble mechanical components and equipment
2. Inspect electrical equipment for defects
3. ...

15 shared skills with heavy plant maintenance technicians

1. Install hydraulic systems
2. Maintain hydraulic equipment
3. ...

14 shared skills with hydraulic technicians

1. Assemble mechanical components and equipment
2. Inspect electrical equipment for defects
3. ...



**UK Standard Skills
Classification**

Next steps

- Encourage use and feedback
- Keep the classification up to date
- Engage with users for key developments for version 2
- Work with awarding organisations and devolved nations to improve qualifications mappings

UK Skills Explorer

<https://skillsclassification.org/>

Skills Share

Skills Share - Our panellists



Hayley Murray

Head of Talent &
Development



Daksha Stancilas

Talent & Development
Partner



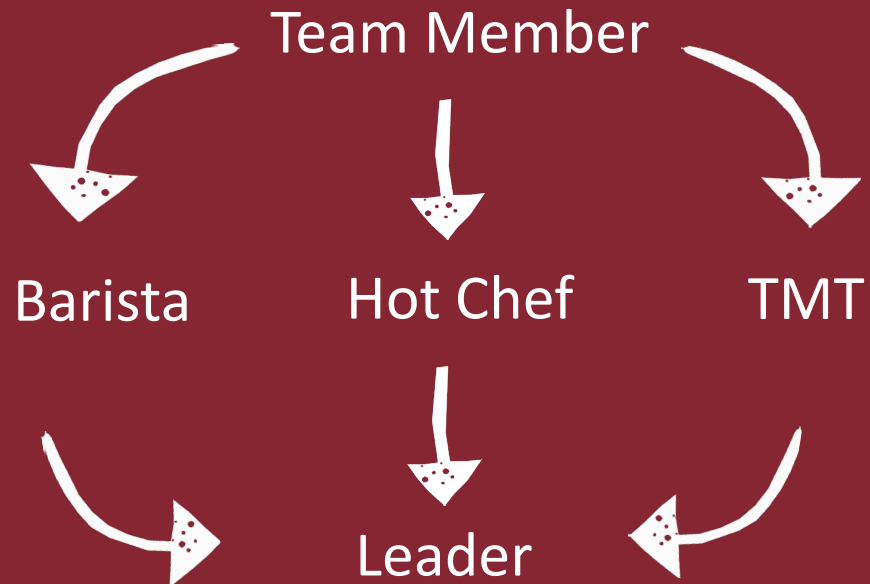


Skills & Next Role Explorer



Grow in
all sorts
of ways.

Future Growth at Pret



We don't just offer jobs – we build **careers**



**F&B
(Team Members)**



**Supervisor
(Leaders)**



**Hospitality
Outlet
(Managers)**

★ **PRET** ★

Apprenticeships



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Questions?

The background is a solid red color with several overlapping geometric shapes in different shades of red. These include a large circle on the left side, a large triangle pointing towards the top right, and several other polygons of various sizes and orientations. The text is centered horizontally and vertically in a bold, white, sans-serif font.

How City & Guilds can support

City & Guilds

One integrated offer

● QUALIFICATIONS

Industry recognised

Wide range of City & Guilds and ILM work-based qualifications, to build skills, capability and confidence on the job

- Become a City & Guilds or ILM approved qualification centre
- Access through our approved delivery provider network

● APPRENTICESHIPS

Leading the way

Market leader in apprenticeships and assessment, providing funding advice and connecting you to over 800 approved providers

- Maximise your levy
- Get set-up to be an employer-provider or main provider

● ASSURED

External recognition – global quality benchmark

Credibility for internally developed training

- Demonstrate your commitment to L&D excellence
- Drive uptake and engagement in your training/skills development programmes

● TRAINING CONSULTANCY

Flexible, targeted support

From strategic workforce planning to training evaluation and impact measurement

- Build in-house training capability
- Maximise your return on investment

Flexible solutions for workforce development

How we can support your *skills-based journey*

Ensure skills are on the leadership agenda



LEADERSHIP DEVELOPMENT

We can empower your leaders and managers through consultancy, coaching, in-house training, qualifications and apprenticeships

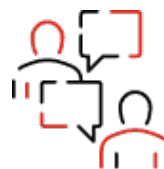
Establish what skills you need today and tomorrow



TRAINING CONSULTANCY

Our expert consultants can help you align your workforce development initiatives with your organisation's key objectives and design a training strategy to proactively address skills gaps

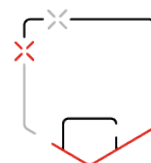
Review your existing training offer



FREE SKILLS REVIEW

In a free, informal Skills Review, our Skills Specialists, discuss your current training offer and provide tailored recommendations for your organisation, aligned to your goals and future skills needs

Recognise learning



TRAINING VALIDATION AND QUALITY ASSURANCE

With our Assured service we can formally recognise employees' training achievements through branded digital credentials, helping you to create a culture where learning is valued and prioritised.

City and Guilds Assured

Demonstrate your commitment to L&D excellence

A global benchmark that validates the quality of your internally developed training.

- Prove that your programmes are best in class
- Improve the quality of your training year after year with support and recommendations
- Recognise learners with City and Guilds or ILM certification and dual-branded digital credentials
- Scale training across your company with consistent learning outcomes
- Give your company a competitive edge by showing you invest in employees



See how it
works



Training Consultancy

Expert support to help you create, deliver and measure the ROI of internally developed training.

By partnering with us, you can build internal capability and achieve your ambitions for your programmes.

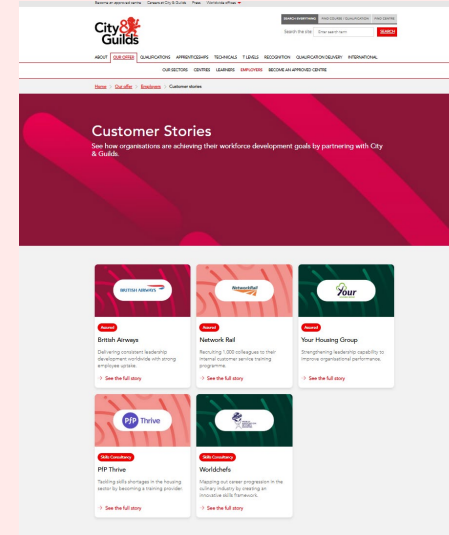
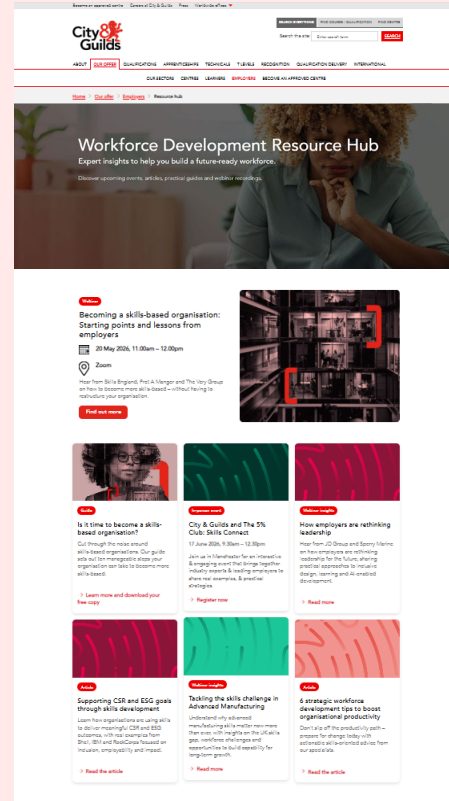
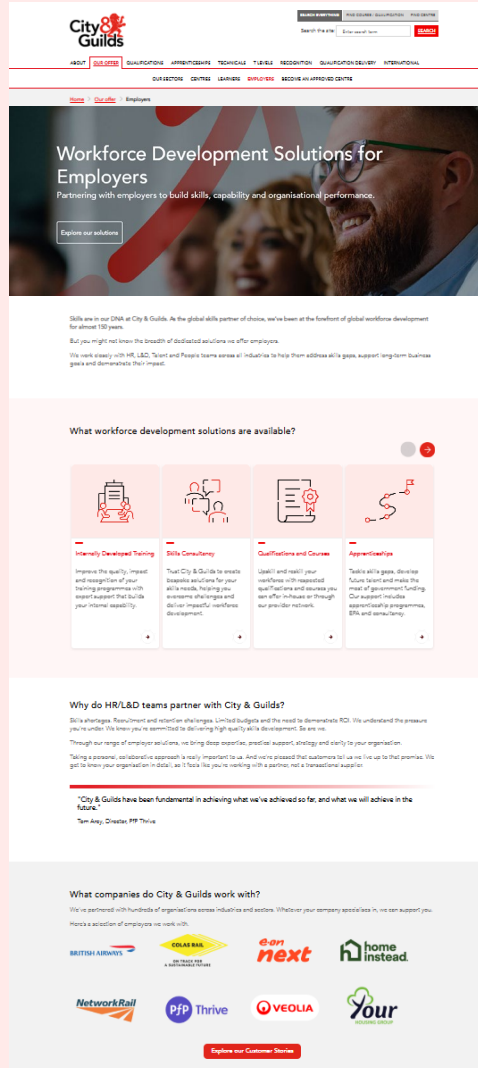
A bespoke support package across 7 optional 'modules'

- Workforce training strategy design
- Training content creation
- Training quality improvement
- Assessment development and design
- Assessment quality improvement
- Training evaluation
- Impact and ROI measurement

Get the support
you need



New webpages for *employers*



- Explore our full range of workforce development solutions
- Access free resources and see our upcoming events
- Read our customer stories

cityandguilds.com/employers



Join our *Employer Community*



Monthly Insights Newsletter

Policy announcements
Upcoming events
Skills insights



Podcast Series

Voice for Skills – Employers
[Listen here](#)



Upcoming Events

- **10th June** City & Guilds Skills in Focus - Strengthening Skills Across the Rail Sector (London) [Book here](#)
- **17th June** City & Guilds and 5% Club – Skills Connect (Manchester) [Book here](#)



Keep in Touch

Email us to ensure you receive the latest updates or to arrange a free **Skills Review**

Meet our *Skills Specialists*



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[Connect with Gemma on LinkedIn](#) 

Our skills experts work with large organisations to identify end to end workforce development needs that will maximise productivity and organisational growth.

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Thank you